STRATEGIC PLAN INTERIM WEB REPORT SUMMARY GUIDE

Policy Action/Direction - Target Types: Policy Action/Directon (**PA**), Continuous Improvement (**CI**), Extended Narrative (**EN**)

KPI Number	Page #	Target Type	Indicator	Measure
1	1	PA	Distinctive signage at entrances to City	Torrance Gateway Program
2	3	PA	Thematically pleasing streetscape design	Streetscape Design Guidelines for all major and principal arterials
3	4	PA & CI	Attractive, well maintained open space	Comprehensive and long range open space plan
4	5	PA	Visually pleasing community	Appropriate signage codes to support look and feel of the community
5	7	PA	Residential neighborhoods reflect the "cared for" look and feel of the community	Residential neighborhoods maintained in a safe, attractive manner
6	9	PA & CI	Adopted General Plan	Land Use and Housing elements implementation
7	11	PA & CI	Historic information, recognition, and preservation	Information 1. Historic resources webpage 2. Torrance Historical Society survey of historic buildings Recognition 1. Recognition program for restored/rehabilitated historic buildings Preservation 1. Historic preservation program 2. Historic building code 3. Revitalization of Downtown Torrance
8	14	PA & CI	Expand communication and information distributed through online and electronic media	Amount of content published and/or accessible through electronic sources
9	16	CI	Strategic utilization of available communication resources	Number of sources within which information is distributed
10	18	CI	Print information target specific distribution	Effectiveness of content published in various distribution sources promoting details online or phone
11	20	CI	Video expansion of current content distributed through online, network, and multichannel video providers	Number of networks on which content is deployed
12	22	CI	Verbal access to information for community members	Satisfaction with verbal interaction with the City
13	24	CI	Publish content that addresses local activities, events, and issues	Amount of local content published
14	25	CI	Diverse, qualified pool of applicants for appointed service	Residents with Commissioner Certification
15	26	CI	Leadership Program Opportunities	Providing of and participation in Leadership Programs
16	28	CI	Engaged community	Encourage and increase communication of and participation in neighborhood and community organizations
17	30	EN	Communication collaboration	Provide opportunities to enhance communication linkages
18	32	EN	Collaboration with regional boards and agencies	Interactive participation at the regional level
19	34	PA & CI	Attract, develop, and encourage e-commerce, hi-tech companies, and international trade and headquarters	Develop and implement a recruitment plan for the selected business market

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20	36	PA & CI	Plan for revitalization and redevelopment of the Downtown Business District	Create a plan for revitalization and redevelopment of downtown business center
21	38	CI	Retail center occupancy plan	Plan for revitalization of Del Amo Fashion District
22	40	CI	Career opportunities	Promote job placement and training services available to Torrance residents through the Pacific Gateway Workforce Investment Network (PGWIN)
23	42	PA & CI	Collaborative partnerships	Promotion and partnership utilizing City programs and services
24	44	CI	Outreach to Torrance businesses	Electronic and print media
25	46	CI	Resource awareness	Monthly visits from Economic Development Team Member(s) to identify business needs
26	48	CI	Incentives for new business recruiting	Number of businesses attracted
27	50	CI	Recycling Market Development Zone (RMDZ)	Green business promotion
28	52	CI	Frequent communication between City and TUSD	Regularly scheduled meetings
29	54	CI	Joint facilities use agreement	Current updated agreement
30	56	PA	Coordinated maintenance program where determined efficient	Program development
31	58	PA	Police Patrols of School Sites During After Hours	Frequency and level of coverage by Torrance PD of TUSD Schools
32	59	PA	Sharing of Library Resources	Expanded access to library collections and services
33	62	PA	After school recreational activities at all middle school sites	Number of programs available at all Torrance Middle Schools and Elementary Schools
34	64	CI	Public cultural and instructional opportunities	Awareness and attendance at the Cultural Arts Center
35	66	CI	Broad community knowledge of South Bay arts and culture opportunities	1. Facilitate and promote participation in cultural events in the South Bay by sharing information and resources at annual gathering 2. Convene an annual no-host, no-agenda mixer for the arts community each year between 2010 and 2014 3. Annual update of database and map showing locations of existing art in public places, museums, galleries and theatres in the City and neighboring communities 4. Number of email blasts to broad and diverse population; request colleagues in Torrance and other cities to share our information with their email lists and vice versa 5. Number of arts and culture related community groups using City publicity resources, such as CitiCABLE, City Calendar, and Torrance Seasons
36	68	CI	Enhance library services/resources via Wireless Internet Access (Wi-Fi) at branch libraries	Number of branch libraries with wireless internet access (Wi-Fi)
37	69	CI	Enhance library services/resources by digitizing Torrance Herald and Peninsula Press Newspapers	Percentage of Collections Digitized

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38	70	CI	Recreational programs that preserve and enhance recreational opportunities in the City	Customer satisfaction assessment and quality of City recreation programs
39	72	CI	Coordination of organized youth sports activities both public and private	Improve public awareness of both City and non-City youth sports organizations
40	74	CI	Accessible recreational programs	Fair and equitable registration policies and procedures with adequate program capacity
41	76	CI	Promote use of City Events Calendar by community agencies serving youth (e.g. YMCA, Scouts, TUSD, churches, AYSO).	Number of youth-related community agencies using the online events calendar to post youth programs and events.
42	77	PA & CI	Coordinated communitywide outreach program - Consortium	Inception of active consortium fostering mutual planning/ promotion of youth services and programs
43	78	CI	Community youth awareness of programs and services	Awareness survey of City sponsored youth programs and services (e.g. ATTIC, homework help, after-school opportunities, Madrona Marsh programs)
44	79	CI	Youth participation in planning/organizing community youth programs and events	Opportunities for youth to plan/coordinate youth activities and events
45	81	CI	Responsibility, ethics, values and civic involvement statement for youth enrolled in City and community programs	Community Services Department to approve and promote "Youth Values Statement" that incorporates youth values, ethics and civic involvement
46	82	CI	Recognition of positive youth contributions and achievements	City Council Recognition of Youth Achievement
47	83	CI	Recognition of positive youth contributions and achievements	Creation of a Youth Sports Wall of Honor to recognize exceptional teams and athletes
48	85	CI	Recognition of positive youth contributions and achievements	Media featured youth accomplishments
49	86	PA & CI	Maintain and enhance the City of Torrance workforce that reflects the cultural and ethnic diversity of the community	1. % of job placement goals met 2. % of planned recruitment outreach efforts accomplished that align with EEOP Plan goals
50	88	CI	Engaged, enthusiastic, and diverse City volunteer population	Awareness of volunteer opportunities and recognition of contributions
51	90	EN	Coordinate with regional entities (i.e. METRO, other cities, South Bay Cities Council of Governments, Caltrans, utility companies, etc.)	When applicable to Torrance infrastructure projects, continue to perform the following: 1.
52	93	EN	Make use of effective community outreach and information program for two-way communication.	Continue to Post/Publish/Distribute information about infrastructure projects via the City's website, Daily Breeze, Public Notices, City email system and CitiCABLE 3.

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54	104	CI & EN	Efficient energy use by City	Energy use reduction and efficiency upgrades
55	106	EN	Encourage undergrounding utilities.	Identify roadway corridors for potential utility undergrounding using Rule 20A/B funds.
56	108	CI & EN	Require undergrounding of utilities in new developments where feasible.	When feasible, new development projects conditioned to include underground utilities
57	110	EN	Identify private telecommunications providers and pursue opportunities for synergy.	Continue to include private telecommunications providers as attendees at quarterly Utility Meetings.
58	111	CI	Water conservation through public outreach	Decline in water usage
59	113	PA & CI	Responsibly managed investment portfolio	Portfolio in compliance with City Council adopted Investment Policy, with adequate liquidity
60	115	CI	Revenues matched to expenditures	Rolling five-year projected Financial Plan
61	116	CI	Reliable and competitive municipal revenue structure	Monitor and review major City revenues
62	119	CI	Fair Market Value of City-owned surplus and leased land	Periodic timely evaluation of data
63	120	CI	City Portfolio Valuation	Rate of return
64	121	CI	City Portfolio Revenue Performance	Annualized review of Portfolio Performance Revenue
65	123	CI & EN	Physical asset inventory and improvement	1. Computer and voice asset/system inventory 2. Service level
66	125	CI	Value-based acquisition and maintenance of Computer and Voice assets	Acquire and repair Computer and Voice assets where benefits outweigh costs
67	126	CI	Current inventory of City buildings and equipment	Inspection of City physical assets and equipment including value and condition
68	128	CI	Maintenance programs for City's facility assets	Timely in-house maintenance of facility assets per work requests (WR) and maintenance schedule
69	130	CI	Cost-benefit analysis for future facility major repair and major equipment purchase	Perform cost-benefit analysis (Initial procurement costs, estimated annual operation and maintenance costs over projected asset life span)
70	132	CI	Easily accessible, understandable fiscal information flow	Participation in and communication of fiscal health of City
71	134	CI	Awareness and understanding of economic trends	Collection, analysis, and correlation of key economic data
72	136	CI	Expand influence of and grant funding for Torrance	Educate consultants/lobbyists on operational and economic development needs of Torrance prior to and during legislative season; develop strategic partnerships with regional and state partners such as California League of Cities, South Bay Cities Council of Governments, and Torrance Area Chamber of Commerce
73	139	CI	Financial and Operational Accountability	Audit and Review of financial health and operational efficiency
74	143	CI	Use of technology to enhance physical and environmental security at Zamperini Field	Implement components of Airport security plan in a phased approach

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75	145	CI	Comprehensive evaluation of Airport regulations with internal and external agencies	1. Periodic assessment and review with FAA to ensure ongoing City compliance with current standards 2. Outreach to Airport tenants and businesses to ensure awareness of noise abatement policies and procedures
76	147	CI	Promote harmony among stakeholders through awareness of Airport practices and community concerns	Increase public feedback and participation at Airport Commission meetings
77	149	CI	Response to public for animal control issues	Efficient, effective customer service
78	151	CI	Technological upgrades to the Cultural Arts Center to remain a competitive venue	Implement technology upgrades and track impact on rental of facilities
79	153	CI	Quality customer service	Customer satisfaction
80	155	CI	Optimize vehicle repair and maintenance efforts by remaining current with ever-changing automotive technologies	Maintain current state-of-the-art diagnostic capabilities (tools, software, diagnostic hardware) within Fleet Services and Transit.
81	157	CI	Shop productivity	Productive versus non-productive time for Fleet and Transit Technicians
82	159	CI	Timeliness of Preventive Maintenance (PM) for Fleet and Transit Vehicles and Equipment.	Track PM due dates versus completed dates through use of Fleet Management Software Program (FleetFocus)
83	161	CI	Shop operations processes and procedures	Audit and explore cost reductions through process and procedure improvements
84	163	CI	Joint Partnerships that provide dollar or time savings	Evaluate service and purchase needs to determine cost-effective approach
85	165	CI	Optimal refuse and recycling collection and disposal	Track route collection and disposal statistics
86	167	PA & CI	Optimize weekly street sweeping program	Increase 'no parking' signage
87	169	CI	Efficient processing of public calls for service	Meet or exceed telephone service standards
88	171	CI	Minimize sanitary sewer backup and overflows	Reduction in the number of sanitary sewer overflows
89	173	CI	Efficiency and effectiveness of transit service using state-of-the-art technology	1. Efficient, effective bus system 2. Transit website enhancement for streaming real-time route tracking 3. Passenger growth
90	175	CI	Develop on-the-job skill training	1. Apprentice Relief Bus Operator (ARBO) training program 2. Mechanic/Sr. Mechanic vehicle repair skills training for new alternate fuel hybrid bus fleet
91	177	CI	Increase Torrance Transit's (TT) joint efforts with other Transit Agencies for purchase of buses	Bus Joint Procurement RFP with the City of Montebello and other Transit Agencies
92	179	CI	Fully serviceable Transit fleet	Vehicle breakdowns and mechanical failures
93	181	CI	Explore joint partnerships with other Transit Agencies to create a uniform Fare system	Participating member in the Regional Transit Access Pass (TAP) Program
94	183	CI	Water industry standards	Water industry standards that reflect recognized accepted levels in the reliable delivery of potable water supplies

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95	185	CI	Reliable water distribution mainline valves	Number of water distribution mainline valves operated and exercised
96	187	EN	Torrance Municipal Water (TMW) favorable rate structure	Compare water rates per billing unit to three similar sized agencies in the South Bay
97	189	CI	Partnership to enhance local water resources	Efficient use of available resources to enhance local water supplies
98	192	CI	Improved customer service in the development and building permit process	Physical consolidation of the permit process (the "One-Stop Center")
99	194	CI	Operational Accountability	Efficient and Dependable Business License Process
100	196	PA & CI	Attractive, well-maintained turf at City parks with minimal cost	1. Efficient mowing schedule 2. Turf grade to standard
101	198	PA & CI	Customer work order request	Improved customer service
102	200	CI	Operational Accountability of Water, Sewer and Refuse Utility Billing	Monitor Utility Billing Operations
103	202	CI	Special programs visibility and viability	Bi-annual operating budget
104	203	PA	City's use of resources aligned with Community's needs	Conduct broad customer satisfaction survey
105	204	CI	Increased feedback and interaction from key user groups of the Cultural Arts Center	Establish new community outreach programs and functions within the next two years
106	206	CI	Employee Participation in the CORE curriculum offered through Torrance University.	# of employees graduating from CORE
107	208	CI	Effectiveness of CORE Curriculum	1. Follow up with program participants on how they have applied the skills learned from CORE classes 2. Feedback from supervisors on how employees are applying skills learned from CORE classes
108	210	PA & CI	Torrance University Career GEAR UP Curriculum	Number of employees graduating from GEAR UP
109	212	CI	Effectiveness of GEAR UP Curriculum	Increase in percent of employees qualifying for supervisor exams, and in employees successfully competing for supervisory positions 1.
110	214	CI	Employees prepared to apply for promotional opportunities	Increase in employee promotion
111	216	CI	Employee access to and interest in health and safety information and program	1. # of participants attending Annual Benefits, Health, & Rideshare Fair 2. # of website hits for benefits page
112	218	CI	Early Return to Work Program	# of Industrial Leave Hours
113	220	CI	Prevent work related injuries	1. # of participants in the Safety Training Program 2. # of Workers' Compensation claims
114	222	CI	Reduce risk in City-owned vehicle fleet	Accidents caused by mechanical failure of City-owned vehicles
115	223	CI	Transit fleet risk management	Number of accidents
116	225	CI	Risk strategizing and coverage	Maintain appropriate external insurance and internal reserves

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117	226	CI	Maintenance of a job classification system	# of classification evaluated, revised, and recommended to achieve flexibility for changes in work techniques and technology
118	228	CI	Satisfaction with Recruitment Process	Evaluate Job Applicants', Supervisors', and Managers' Satisfaction with the Recruitment Process
119	230	EN	Informed participative employees	Forums for dialogue with employees
120	232	CI	Organization communication to employees	Employee bulletin board of City activities and/or updates on website/TEN
121	234	CI	Proactive safe driving education and enforcement; reactive response to calls for service	1. Reduction of average response time on Police Priority One calls 2. Number of DUI and injury related traffic accidents through DUI and Safety Checkpoints
122	236	CI	Emergency fire call dispatch and arrival	1. Percentage of emergency Fire calls processed by Public Safety Communications and dispatched within 60 seconds 2. Percentage of emergency Fire call responses within 5 minutes from assignment to arrival
123	238	CI	City building standards consistent with federal and state requirements	Adopted federal/state building standards, and amendments as it relates to local issues and conditions, with timely staff training
124	240	CI	Development projects coordinated review	Review staff skilled in environmental/safety design, inclusive of Crime Prevention Through Environmental Design (CPTED) techniques
125	242	CI	Hazardous Materials Management and Enforcement	Inspections, violation reduction, business outreach, and environmental management
126	243	CI	Excellence in policing	Reduction of crime through Team Policing efforts, PD Education programs, increased task force operations, and training field personnel
127	245	CI	Training for High/Middle School administrators to increase awareness of internet/sex related crimes so TUSD may provide crime prevention education programs to their students	Assist TUSD administrators to develop and implement training program for High/Middle School students regarding the dangers of social networking
128	247	CI	Program expansion for at-risk youth and after-school students	1. Number of wilderness trips provided per year 2. Viable after school programs 3. Fully staffed Cadet program and Teens in Explorer Post
129	249	CI	Increase safety and security of High Schools by increased enforcement of illegal drugs and alcohol on campus to ensure the safety of our schools	1. City/School team searches of lockers for drugs and alcohol 2. SRO and TUSD administrators drug recognition training
130	251	CI	Factual communication with and training of residents in personal safety, crime prevention and reporting, and criminal activity	Yearly use of electronic media to provide factual information and training
131	253	CI	Community education in personal safety and crime awareness, prevention, and reporting	Participation in the Neighborhood Watch Program (NW)

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132	255	CI	Citizen use of Conflict Resolution Program	Use of South Bay Center for Dispute Resolution and Community Lead Officer intervention by citizens in neighborhood/business disputes
133	257	CI	Disaster response training	Participation in large-scale, regional disaster response training exercise and regional emergency response events
134	259	CI	Comprehensive disaster and preparedness plan	Comprehensive City of Torrance Emergency Operations Plan (i.e. emergency response and preparedness training, disaster volunteer membership and training, and Federal and State funding)
135	261	CI	Business community knowledge of City safety resources	1. Number of Business Watch program participants 2. Number of training presentations given to community businesses on white-collar and other fraud based crime prevention training
136	263	PA	'Green' businesses industry specific recognition	Recognition program with established criteria
137	264	PA	City Incentives for green projects	Incentive program
138	266	CI	Partnerships in support of Green Businesses	Participation by TACC members in Green Torrance Team meetings
139	268	CI	E-waste disposal accessibility	E-waste diversion
140	270	CI	Public awareness of benefit of waste stream reduction	1. Audience appropriate marketing material distribution and speaker presentations 2. Tons recycled through incentives to private haulers
141	272	CI	Reduce solid waste by encouraging composting	1. Number of annual composting workshops offered and attendance 2. % of homes in green waste program and tonnage diverted.
142	274	PA & CI	Standardized recycling compliance programs	Mandatory recycling programs for all residential and commercial sites
143	276	CI	Monitoring of construction sites for compliance with Best Management Practices (BMPs)	Percentage reduction of violations and number of complaints
144	277	PA	Reduced impact of leaf blowers in Torrance	Leaf blower impact reduction program
145	279	CI	Improve Level of Service (LOS) in congested areas by creating and utilizing a "Needs List" manual based on City-wide Traffic Study findings	New developments utilizing "Needs List" manual
146	281	CI	Increased utilization of locally grown produce	Net increase in Farmers' Market revenue and patrons
147	282	PA	Sustainable City purchasing policy encouraging use of locally produced and distributed	Draft policy
148	283	PA	Reduce Heat Island Effect with new development standards for parking lot, landscape, lighting, and building materials	Draft standards for policy action
149	285	CI	Reduction in airborne particulates from traffic	Reduction in commuter idling through signal and roadway improvements
150	288	CI	Transit fleet conversion to alternative fuels	1. Conversion of bus fleet from all-diesel to hybrid-gasoline electric 2. Conversion of non-bus vehicles to alternative fuels
151	289	CI	Increase Community Awareness of Torrance Transit for increased accessibility	Marketing and Re-Branding Campaign

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152	290	PA	Incentives for the incorporation of Green Parking stalls	Parking ordinance proposed revision
153	291	PA & CI	Provide alternative vehicle fueling/charging infrastructure at City Facilities for City & Public Use (when feasible)	Number of alternative fueling options available
154	293	CI	Facilitate the entitlement and permitting of Alternative fueling stations and infrastructure improvements	Turnaround from Land Use Submittal to Public Hearing, and Building Permit Submittal to Issuance
155	295	PA	Promotion of alternative sources of energy	1. Development standards for alternative sources of energy. 2. Funding of alternative energy sources
156	297	CI	Clean Beaches and water	Local and regional cooperation to protect the beaches and ocean
157	299	CI	Public education of impact to beaches and oceans from bacteria, runoff, and trash	Continued outreach to the public and to business
158	300	PA	'Green' businesses industry specific recognition	Media and education outreach programs
159	302	PA	Voluntary Building Code Green Building Provisions	Future developments incorporate 'Green' building elements
160	304	PA	Sustainable hardscape and landscape developments, with increased green space	Development projects with increased sustainable greenbelt area and reduced impermeable surface
161	306	PA	Green Building recognition standards	Building sustainable design options to be recognized as 'Green'
162	307	PA	Development Impacts on Mass Transit	Determine level of demand for Mass Transit from land uses and densities
163	309	PA & CI	Increased park land and public open space	1. Inventory of City-owned properties with identified opportunities for improvement 2. Comprehensive plan of potential areas for park land and public open space
164	311	PA	Drought tolerant plant materials and xeriscape landscape techniques and concepts	Use of drought tolerant plant material in conjunction with flow sprinklers and smart water controllers
165	313	PA & CI	Master Street Tree Plan	Master Street Tree Plan developed as a base for creating tree themes and city-wide palate to aid Tree City USA application
166	315	CI	Stormwater Basin Enhancement Program for Amie, Henrietta, and Entradero sumps	1. Program pre-design 2. Grant funding solicited (program requests and grant applications) 3. Program implementation including design and construction 4. Bacteria flow reduction to Santa Monica Bay (Torrance equals half the Herondo Drain Watershed)
167	317	CI	Enhanced sump basin conversion for storm water treatment with added recreational uses	Additional youth sports field and walking paths in acceptable locations
168	319	CI	Technological and traffic management applications	1. Implement signal synchronization, update signal equipment (field), and deploy Intelligent Transportation Systems (ITS), including Traffic Management Center (TM Center) and Information Exchange Network (IEN) 2. Create a Traffic & Transportation Educational Toolbox

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169	321	CI	Annual accident analysis	Reduction of accident rates
170	323	CI	Public agency coordination of road construction projects	Coordinate and communicate roadway construction project information at the City's quarterly utility meeting
171	324	CI	Road construction project traffic impact updates	Timely communication of roadway construction projects that impact traffic
172	325	PA & CI & EN	Multi-modal transportation opportunities	Plan for public utilization of bicycles, carpool, vanpool, pedestrian walkways, and public transit as forms of efficient commuting and travel
173	328	CI	Maximize coordination of Regional Bus Lines and other Transportation Services	Torrance Transit increased ridership and reduced Single Occupancy Vehicle (SOV) usage on main corridors
174	330	CI	Restore a South Bay Regional Intermodal Transit Center - Torrance Hub (RTC) for the community	1. Permanent RTC created 2. Funding secured for RTC
175	332	PA & CI	Adequate community parking	Assessment of, and plan for, parking code to match community needs
175	332	CI	Adequate community parking	Assessment of, and plan for, parking code to match community needs
176	334	CI	Aesthetically pleasing streetscape	Streetscape specific plans for arterial roadways
177	335	CI	Transportation conditioned development	% of all projects that comply with rideshare (TDM Ordinance) program conditions
178	336	PA	Legislative action impacting Torrance	Regular monitoring of legislation that impacts Torrance transportation
179	337	CI	Interaction with sub-regional agencies	Meet and/or communicate with sub-regional agencies
180	339	CI	Appropriate traffic management through coordination and technology	Traffic management and mitigation technologies
181	341	CI & EN	Use of residential streets for external traffic	Minimize cut-through traffic on residential streets
182	343	CI	Minimization of traffic and parking impacts on residential streets	Impact to traffic and parking before and after start of long-term (longer than one calendar year) projects resulting in a significant impact* on residential streets
183	345	CI	Torrance Transit detours to minimize impact of construction projects on/in residential areas	Create an "advance warning system" for passengers
184	346	CI	Improved access to Transit services	Assess effectiveness of stop location and route schedules on a routine basis
185	348	CI	Senior, special needs, and young rider transportation alternatives	Increased ridership
186	350	PA & CI	Enhance library service/resources vis a vis Adult Literacy materials	Update of Adult Literacy Collection